

**UNITED STATES DEPARTMENT OF ENERGY**

**Competitive Sourcing (A-76)  
Action Plan for Information  
Technology Positions**

**Revised 6/26/02**

## Executive Summary

The Office of the CIO is committed to helping the Department meet its goals for Competitive Sourcing. It is our intent to focus solely on our study and leave Departmental activities and approach to the DOE-HQ Office of Competitive Sourcing/A-76. We will provide any needed support to this office and rely on its employees for expert advice and assistance. We are focused on utilizing the mandate of this study to take a comprehensive look at information technology (IT) functions throughout the department and how we might improve our internal efficiency and effectiveness. It is our goal that through this process we will streamline our procedures and solidify our structure, while improving the security and delivery of information for the department. In order to do this, we believe it is necessary to take the time to examine each and every IT function and not limit our scope to those identified as commercial in the attached 2001 FAIR Act Inventory.

## Concept

Upon examining the magnitude and geographic implications of such a task, we investigated options for our approach. While it is possible to divide the Department by location or Program Office, we believe that the most efficient approach is to review all the functions at once. This approach allows us to have one group of study teams to achieve a corporate most efficient organization and accomplish the President's Management Agenda on Commercial Activities in one large study. The elimination of multiple teams will undoubtedly save Departmental resources. It is our estimation that a corporate approach to IT will yield the largest payoff for our customers. Along these lines, we find it is necessary to look at the multiple functions of IT during one study encompassing the Department. This study will focus on every IT function and related employees at all locations. This approach will require close examination of the 2002 revised FAIR Act Inventory information and verification of the function and reason codes. In order to take a complete look at the Department, we are proposing a schedule of thirty-six to forty-eight months so as not to minimize importance of these functions or compromise our study. The complete overhaul we are planning will no doubt benefit the Department and be well worth any difficulty it may cause. A reengineering and realignment of this magnitude will consume all of this time and is necessary for advancement of the Department. Our plan is to utilize an experienced contractor managed within our group and working with us side-by-side as the expert consultant. The approach will consist of the team and contractor performing some initial site visits for the purpose of properly scoping the study. These sites will vary by geographic location, size, and program office. After completing the scoping project, the consultant will be in a better position to advise and complete a project plan to include a comprehensive approach.

## Team Structure

We are aware of the departmental interest in this project and have developed the attached Communication Plan to facilitate communications with employees. In order to ensure complete representation, we have organized a CIO Program Team, with employees from both the field and HQ with IT and A-76 experience. We know it is important that the field has an opportunity to participate, and to that end a Field Team Lead has been designated to work with the HQ Team. Our Team is structured as a Program Office with a standard project approach. The CIO will serve as the functional leader providing executive leadership and communicating the direction of the Executive Steering Group. The Program Manager will provide day-to-day project leadership with a program support person to assist with communication, action tracking, etc. The program office will also have a Field and HQ Team Lead. These employees will be supplemented as needed with employees from the field and headquarters. Each field site will have the opportunity to designate an A-76 IT POC who will assist in the coordination of all data gathering at their specific site. We will also have a Performance Work Statement (PWS) and a Management Plan Team Leader to head the completion of those plans. In order to manage any possible conflicts of interest, all involved will be required to sign non-disclosure agreements and a firewall will be maintained between the PWS and Management Plan Teams. A contractor consultant will support the team with expert experience in competitive sourcing. This contractor will mirror any federal firewall precautions.

## Training and Resource Requirements

All members of the Program Office have completed the initial training offered by the Office of Competitive Sourcing/A-76. As this training was only an introduction, so in order to have the best-prepared and educated team available, we are requesting twenty slots for additional training per year. We intend to have a knowledgeable and prepared working group. In addition to this training, for Fiscal Year (FY) 02 and FY 03 we will require approximately \$50,000 for the Travel of federal staff to conduct site visits and \$2,000,000 for contractor support to include travel to complete the project scoping study. Additional updates and requirements will be determined after the scoping study and the true magnitude of the project is determined.

## Path Forward

The CIO Program Office will continue in its efforts to establish and execute a program that will initiate the A-76 study objectives while sustaining or improving the overall quality of service. This will require an extraordinary investment of time and labor. The widely dispersed nature of DOE's field offices and operating activities makes it essential to have a standardized approach to meet these objectives. To operate effectively within the current DOE organizational structure, the Program Office needs to employ a centralized approach and oversight while employing subject matter experts.

This A-76 Initial Action Plan Summary sets forth the necessary A-76 Study tactical planning concepts for the DOE program implementation. It establishes an initial, yet specific plan to meet

all OMB requirements, and it is designed to work within the current DOE organizational structure and culture. To remain viable this document must grow and change as the project dictates.

This A-76 Initial Planning Summary involves constructing an initial competitive sourcing approach to successfully accomplish an A-76 Study. These requirements include:

- Communicating with employees, stakeholders, and customers to ensure all parties understand that the program must achieve efficiencies.
- Developing and implementing the tactical plan and milestones for A-76 studies.
- Establishing roles and responsibilities to help achieve success.
- Focusing on taking care of the workforce during any ensuing changes.

The attached documents further illustrate points made in this summary and will be used as necessary supplements.

## **Appendices**

- A. A-76 CIO Communications Plan
- B. A-76 CIO Study Team Participants
- C. A-76 Proposed CIO Study Milestones
- D. A-76 Initial CIO Action Milestones
- E. A-76 2001 CAI By IT Functions